

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

PRLS 411 - 001 Administration of Rec, Health and Tourism Organizations II (3)
FALL 2013

DAY/TIME: Tuesday/Thursday 1:30 – 2:45 p.m. LOCATION: PW Bull Run Hall # 257
INSTRUCTOR: Michael P. McHale EMAIL ADDRESS: mmchale2@gmu.edu
OFFICE LOCATION: TBD PHONE NUMBER: 703-912-4746
OFFICE HOURS: By Appointment or after Tuesday's class

PREREQUISITES

PRLS 410 and 60 credit hours

COURSE DESCRIPTION

Focuses on planning techniques for health, fitness, and recreation organizations. Covers program and organizational marketing principles and strategies; service quality assessment and organizational evaluation techniques; and organizational financing.

COURSE OBJECTIVES

At the completion of the course, students will understand the concept of organizational marketing as it applies to for-profit and non-profit leisure service organizations. Specifically students will become familiar with the practical application of the following marketing techniques and strategies:

1. Understanding market dynamics
2. Design of a practical marketing plan for a leisure service organization
3. Market research and market segmentation
4. Organizational factors that affect service delivery
5. Advertising and cost pricing strategies
6. Community relations and outreach
7. The grant process

COURSE OVERVIEW

The course is a thorough review and practical application of marketing techniques and strategies utilized by professionals serving in for-profit and non-profit leisure service organizations. Instruction will include a historical examination of marketing with emphasis on service organizations. Text review, class discussion and case studies will focus on marketing issues specific to the leisure industry, market research, target marketing/segmentation, branding, advertising and direct marketing. Students will be required to develop and present a formal marketing plan as a term project. The course will be delivered face to face in a classroom setting. Students are held to the standards of the George Mason University Honor Code and are expected to attend all class sections, actively participate in class discussions, complete in-class exercises and fulfill all assignments. Assignments must be turned in at the beginning of class on the specified date due or **no credit will be given**.

At the completion of this course, students will meet the following professional accreditation standards for the **Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT)**:

8.12.01 Understanding of the roles, interrelationships, and use of diverse leisure delivery systems in promoting community development. *Content includes: The impact that program/plans will have on the immediate and surrounding communities, duplication of services, growth, and population(s) to be served.*

8.12.02 Understanding of the roles, interrelationships, and use of diverse leisure delivery systems in promoting economic development. *Content includes: The impact that leisure service delivery systems have on the economic development of a community, including the costs and benefits of program provision.*

8.14.04 Ability to implement the following principles and procedures related to planning for individual, group, and community quality of life: Marketing of programs/events. <i>Content includes: advertising, publicity, sales promotion, pricing, positioning, personal selling, and public relations.</i>
8.18 Understanding of the fundamental principles and procedures of management. <i>Content includes: Organization philosophy, goals, and objectives; planning systems; policy and procedure formulation.</i>
8.21 Understanding of the principles and procedures of budgeting and financial management. <i>Content includes: Financing, accountability, and fiscal policies.</i>
8.22 Understanding of the principles and procedures related to agency marketing techniques and strategies. <i>Content includes: consumer buying behavior; segmentation, targeting, and positioning; product life cycles; advertising; various forms of media, including print, broadcast and on-line; media planning and buying; planning and programming public relations events; implementing public relations strategy through various forms of media; and media relations.</i>
7A.01 Understanding of and ability to apply both traditional and innovative techniques of financial management, including revenue generation and accountability, pricing of services, cost analysis and financial forecasting.
7A.02 Understanding of the management role, including, strategic planning and implementation and decision making.
9A.01 Understanding of and ability to apply organizational and political techniques to foster meaningful and principled relationships with boards, commissioners, staff; governmental, non-profit and private organizations; and the public to enhance leisure service opportunities.
9A.02 Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.
9A.04 Understanding of the economic impact of leisure service programs upon the general economy.
9A.05 Understanding of and ability to apply techniques of program evaluation and policy analysis which measure service effectiveness and the extent to which programmatic and organizational goals and objectives have been achieved.

REQUIRED READINGS

Janes, Patricia Click (2006). *Marketing in Leisure and Tourism: Reaching New Heights*.

State College: Pennsylvania Venture Publishing, Inc.

Other readings as assigned throughout semester. Required readings will be posted on Blackboard, accessible at courses.gmu.edu.

EVALUATION

Students are responsible for all information presented in the course, including that delivered through guest lectures, audio-visuals, and handouts. Students are expected to attend all class sessions, actively participate in class discussions, and complete all assignments. Not more than four absences will be allowed, any additional absence will result in a 2 point reduction from the class participation and attendance point score (maximum total of 50). Students must not miss any of the test or presentation classes. There will be 4 non-cumulative tests. The test format will be multiple choice, T&F and possibly short answer questions. The first three tests will be fifty questions and the fourth test will be twenty five questions. The term project topic and outline must be submitted for review and approval NLT October 22nd. Only students with extreme emergencies, a documented medical excuse or university-sponsored functions discussed with the instructor prior to the due date will be given consideration for exception. This project will include two deliverables: (a written marketing plan for an existing organization (public or private sector) and an in class presentation of the plan. The written plan should be written

consistent with Chapter 4 of the Janes' text, specifically pages 80 thru 83. Written plans are expected to be at least 30 pages, double spaced type. Plans will be evaluated in terms of: 1. Quality references (at least 4 required), 2. Logical plan development from organizational assessment through market research to proposed strategic action steps and 3. Plan organization, writing style and presentation. The in-class presentation will be 20 minutes, with an additional 10 minutes of student/instructor questions and discussion. PowerPoint is recommended for the presentations, but is not required.

Requirements

Class Participation and Attendance		50
Term Research Project	100	
Tests: (3 @ 100 points each, 1@50 points)		350

Total **500**

Grading Scale

A = 460 – 500	B+ = 440 – 449	C+ = 390 – 399	D = 300 – 349
A- = 450 - 459	B = 410 – 439	C = 370 – 389	F = 0 - 299 -
	B- = 400 – 409	C- = 350 – 369	

TENTATIVE COURSE SCHEDULE

Date	Topic	Class Activity/Assignment
August 27	Course Introduction/Planning	
August 29	Reaching New Heights - Integrating Marketing	Chapter 1
September 3	The Marketing of Leisure and Tourism Experiences	Chapter 2
September 5	The Quality Service Foundation	Chapter 3
September 10	Enabling Marketing Action	Chapter 4
September 12	Marketing – Practical Application 1	Guest Speaker TBA/ Test 1 Review
September 17	Test 1	
September 19	Understanding, Developing, and Applying Marketing Research	Chapter 5
September 24	Developing the Strategy	Chapter 6
September 26	Target Market Approaches	Chapter 7
October 1	Brand Positioning and Marketing Outcomes	Chapter 8
October 3	Marketing – Practical Application 2	Guest Speaker TBA/ Test 2 Review
October 8	Test 2	
October 10	Marketing Plan Term Project Review	Discussion of Format/Design/Content Requirements
October 14	Columbus Day	Tuesday classes do not meet this week
October 17	Processing Operational Decisions	Chapter 9
October 22	Organization Offerings, Distribution, and Pricing	Chapter 10
October 24	Promotional Brand, Collateral Design and Events	Chapter 11

October 29	Marketing – Practical Application 3	Guest Speaker TBA/ Test 3 Review
November 31	Test 3	
November 5	Advertising, Public Relations, and Crisis Communication	Chapter 12
November 7	Relationships: Community, Sponsorships, and Stewardship	Chapter 13
November 12	Direct Marketing: Internal and External Sales	Chapter 14
November 14	Marketing – Practical Application 4	Guest Speaker TBA/ Test 4 Review
November 19	Test 4	
November 21	Class Presentations	Assignments TBA
November 26	Class Presentations	Assignments TBA
December 3	Class Presentations	Assignments TBA
December 5	Class Presentations	Assignments TBA

Please note that students should read each text chapter and assigned readings prior to class in order to fully participate in class discussions. Reading assignments outside the text may be required. These will be posted on Blackboard no less than one week prior to their due date.

Note: Faculty reserves the right to alter the schedule as necessary.

Student Expectations

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.

Campus Resources

- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu>].

PROFESSIONAL BEHAVIOR: Students are expected to exhibit professional behaviors and dispositions at all times.

CORE VALUES COMMITMENT: The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.

